
Report To:	Policy & Resources Committee	Date:	21 November 2023
Report By:	Chief Executive	Report No:	PR/19/23/KM
Contact Officer:	Louise Long	Contact No:	01475 712055
Subject:	Policy & Resources Committee Delivery and Improvement Plan 2023/26 Performance Report		

1.0 PURPOSE AND SUMMARY

- 1.1 For Decision For Information/Noting
- 1.2 The purpose of this report is to provide the Committee with an update on the progress made in the delivery of the Policy and Resources Committee Delivery and Improvement Plan 2023/26.
- 1.3 This is the first progress report on the new Plan to be considered by the Committee. It includes details of the progress that has been made in the delivery of the Action Plan, performance data for KPIs, including new measures that have been added following the KPI workshop for Elected Members, and an update on the areas of highest Risk.

2.0 RECOMMENDATIONS

- 2.1 It is recommended that the Committee consider the progress made in the delivery of the Policy and Resources Committee Delivery and Improvement Plan 2023/26.

Louise Long
Chief Executive

3.0 BACKGROUND AND CONTEXT

3.1 Committee Delivery and Improvement Plans 2023/26 are a key component of the Council's refreshed strategic planning and performance management framework. The Committee Plan enables scrutiny of:

- Strategic activity within the Committee remit; and
- How the Committee is helping to deliver the Council Plan outcomes.

3.2 The Policy and Resources Committee Delivery and Improvement Plan 2023/26 was approved on 23rd May 2023. A dedicated briefing session for all Elected Members was held in advance of the Committee meeting to provide the Committee with an opportunity to discuss the Plan in more detail. Committee Delivery and Improvement Plan has also been approved by the Environment and Regeneration Committee and the Education and Communities Committee.

3.3 The Committee Plans will be refreshed annually to remove completed actions and capture new strategic activity and risk.

PERFORMANCE OVERVIEW

3.4 This is the first performance report on the new Committee Plan and covers the reporting period April to September 2023. It includes an update on the status of the action plan, KPIs and the management of key Risks. A summary of performance is provided below with the full performance report provided in the Appendix.

Delivery and Improvement Action Plan 2023/26

3.5 The following actions / sub-actions are now complete:

- The Council Plan and Committee Delivery and Improvement Plans are in place.
- The refresh of the performance appraisal process is finished and a new initiative 'Positive Conversations' has been implemented.
- The revaluation of Heritage Assets has been completed, in line with the Audit Action.
- Embedded cyclical revaluations and indexations of Property, Plant & Equipment (PPE) in line with audit requirement was completed as part of the 2022/23 accounts and is now embedded in operational practice.
- The Alcohol Licencing Policy Statement was approved and adopted by the Inverclyde Licencing Board on 26th October 2023.

3.6 There has been slippage in the following actions/ sub-action:

- Development of Actions Plans and Key Performance Indicators to support the delivery of the Partnership Plan.
- Development of Service Plans for each Head of Service to support the Committee Delivery and Improvement Plans.
- Implementation of Victoria Forms within HR and explore other potential processes within HR for review and automation.

3.7 The following actions / sub-actions have not yet started:

- Further development of the locality planning model for Inverclyde, linked to the Community Council review.
- Carry out a review of the new performance management arrangements by the Corporate Management Team.

- Implementation of new Non-Domestic Rate Empty Relief Policy.
- Elections for Community Councils, which will follow adoption of the updated Scheme for the Establishment of Community Councils.
- Refresh of the Council's Digital and ICT Strategies, to be adopted by P&R during 2024.

The Committee is asked to note that with regard to the development of a 2nd Homes Council Tax Levy Policy, the result of the Government consultation was received in early October 2023 and it has emerged that legislative amendments will be considered with a view to proposing amendments to the policy. Primary legislation is required, delaying policy development and consequently the original due date within the Committee Plan, will require to be changed to align with the national position.

3.8 All remaining actions within the action plan are on track.

3.9 Following the review of Human Resources and Organisational Development a number of new actions have been added to the Delivery and Improvement Plan. The inclusion of these actions within the Committee Plan was approved by the Policy and Resources Committee at its meeting on 15th August 2023.

3.10 KPI Performance

A KPI workshop for Elected Members was held on 27th June 2023 to support the scrutiny of the new Committee Delivery and Improvement Plans. The feedback from the workshop has been reviewed by the CMT and the following measures have been added to the Committee Plan KPI scorecard:

- Number of properties in receipt of Empty Property Relief.
- Value (£) of Empty Property Relief.

In addition, the following measure has been removed from the Committee Plan:

- Percentage of completed appraisals - this is due to the introduction of 'Positive Conversations' to replace performance appraisal.

3.11 Managing Key Risks

The effective management of risk is key in helping the Council successfully deliver its objectives. The Committee Plan contains a Risk Register which records the strategic risks. An assessment of these Risks has recently been carried out and the Risk Register is provided in Appendix 3. The Register now includes a new risk relating to the review of Human Resources & Organisational Development.

4.0 PROPOSALS

4.1 The Committee is asked to note the progress that has been achieved in delivering the actions within the Policy and Resources Committee Delivery and Improvement Plan 2023/26.

4.2 The Committee is also asked to note (i) the addition of new KPIs within the Committee Plan following the feedback received at the Elected Member KPI Workshop, held on 27th June 2023 (ii) the addition of new strategic actions relating to the review of Human Resources and Organisational Development and (iii) the addition of a new strategic risk developed in response to the review of Human Resources & Organisational Development.

5.0 IMPLICATIONS

5.1 The table below shows whether risks and implications apply if the recommendation(s) is(are) agreed:

SUBJECT	YES	NO
Financial		X
Legal/Risk	X	
Human Resources		X
Strategic (Partnership Plan/Council Plan)	X	
Equalities, Fairer Scotland Duty & Children/Young People's Rights & Wellbeing		X
Environmental & Sustainability		X
Data Protection		X

5.2 Finance

One off Costs

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report	Virement From	Other Comments
N/A					

Annually Recurring Costs/ (Savings)

Cost Centre	Budget Heading	With Effect from	Annual Net Impact	Virement From (If Applicable)	Other Comments
N/A					

5.3 Legal/Risk

There are no legal implications associated with this report, whilst the key Committee risks are highlighted within the full Committee Plan 2023/26.

5.4 Human Resources

There are no human resources implications associated with this report.

5.5 Strategic

The Policy and Resources Committee Delivery and Improvement Plan 2023/26 directly supports the new Council Plan 2023/28 and is closely aligned to the delivery of the Council Plan outcomes.







6.0 CONSULTATION

6.1 None.

7.0 BACKGROUND PAPERS








7.1 None.

Appendix 1: Committee Delivery and Improvement Plan Action Plan



Strategic Theme: People 2023/24					
Code & Title	Action	Sub-action	Due Date	Current Status	Progress Commentary
CMTE/ PR001 Partnership Plan 2023/33	Implementation of a new Partnership Plan 2023/33 for Inverclyde Alliance, underpinned by an effective governance, delivery and reporting framework.	Development of Actions Plans and Key Performance Indicators to support the delivery of the Partnership Plan.	31-Oct-2023	 Slippage	Work to map existing action plans to the new Partnership Plan outcomes has started. The development of new actions will align to the establishment of Alliance Delivery Groups. At the last Alliance Board meeting in October approval was given to the draft Alliance governance structure and related Terms of Reference will be consulted upon from quarter 3 onwards.
		Further development of the locality planning model for Inverclyde, linked to the Community Council review.	31-Mar-2024	 Not yet started	It is intended to review Inverclyde's locality planning model, including the Locality Plans, following the conclusion of the Community Council review (anticipated that the CC elections will be held in first quarter of 2024). The locality groups, continue to meet and discussions include the refresh of the locality plans.
CMTE/ PR002 Council Plan 2023/28	Implementation of a new Council Plan 2023/28, supported by new Committee Delivery and Improvement Plans.	Inverclyde Council Plan 2023/28 given formal approval by The Inverclyde Council.	20-Apr-2023	 Complete	The Council Plan was approved by full Council on 20th April 2023.
		The Committee Delivery and Improvement Plans are approved by their respective Committee.	31-May-2023	 Complete	The Environment & Regeneration Committee Plan was approved on 4 May 2023, the Education & Communities Committee Plan was approved on 9th May 2023 and the Policy and Resources Committee Plan approved on 23rd May 2023.
		Development of Service Plans for each Head of Service to support the Committee Delivery and Improvement Plans.	31-Oct-2023	 Slippage	Guidance has been developed to ensure a consistent look and feel to the Service Plans. Service Plans are at various stages of development. Resource pressures has resulted in some slippage and new deadline is mid-November.
		Carry out a review of the new performance management arrangements by the Corporate Management Team.	31-Mar-2024	 Not yet started	This is due to be carried out in early 2024.

Appendix 1: Committee Delivery and Improvement Plan Action Plan

Strategic Theme: Place 2023/24







Code & Title	Action	Sub-action	Due Date	Current Status	Progress Commentary
CMTE/ PR003 Development of new local policies	Development of new local policies in relation to both non-domestic rates empty property relief scheme and 2nd Homes Council Tax levy.	Development of a local Non-Domestic Rate Empty Relief Policy.	30-Sep-2023	 On track	A public consultation launched in late September, closing on 31/10/23. The results will be analysed and reported to CMT on 08/12/2023. The overall timescale for implementation is 1 st April 2024. Policy to be reviewed during 2023-24 with amendments agreed for implementation in 2024-25. The results of the Government consultation were received in early October 2023. Legislative amendments will be considered with a view to proposing amendments to the policy. Primary legislation is required, delaying policy development. The original due date will be changed to align with the national position. Results of the government consultation were received in October 2023. The original Due Date will be changed to align with the introduction of Primary legislation.
		Implementation of new Non-Domestic Rate Empty Relief Policy.	01-Apr-2024	 Not yet started	
		Development of a 2nd Homes Council Tax Levy Policy.	31-Jan-2024	 On track	
		Implementation of the new 2nd Homes Council Tax Levy Policy	01-Apr-2024	 Not yet started	
CMTE/ PR004 Scheme of Establishment for Community Councils	Update and adoption of the Scheme of Establishment for Community Councils, with those Community Councils formed following elections.	Drafting of, and engagement on, new Scheme of Establishment for Community Councils, including with residents, Community Councils and Elected Members.	14-Nov-2023	 On track	The third consultation in three stage process is underway and due to close mid-November. It is anticipated that the Scheme will now go to a special meeting of Inverclyde Council for adoption on 7 December 2023. As above. It is anticipated that the Scheme will now go to a special meeting of Inverclyde Council for adoption on 7 December 2023. This process will commence on adoption of new scheme. At present, it is anticipated that the elections will be held in the first quarter of 2024.
		Adoption of new Scheme of Establishment for Community Councils.	14-Nov-2023	 On track	
		Elections held for Community Councils.	14-Dec-2023	 Not yet started	

Appendix 1: Committee Delivery and Improvement Plan Action Plan







Code & Title	Action	Sub-action	Due Date	Current Status	Progress Commentary
CMTE/ PR005 Alcohol Licensing Policy Statement	The adoption of a new Alcohol Licensing Policy Statement by Inverclyde Licensing Board.	Drafting of, and engagement on, new Alcohol Licensing Policy Statement, including with residents, Inverclyde Licensing Forum, Inverclyde Licensing Board, Police Scotland and NHS/ADP.	30-Nov-2023	 Complete	The public consultation closed on 24th October 2023, and approved and adopted by Inverclyde Licensing Board on 26th October.
		Adoption of new Alcohol Licensing Policy Statement by Inverclyde Licensing Board.	30-Nov-2023	 Complete	As per above update. Adopted on 26 th October 2023.

Appendix 1: Committee Delivery and Improvement Plan Action Plan








Strategic Theme: Performance 2023/24

Code & Title	Action	Sub-action	Due Date	Current Status	Progress Commentary
CMTE/ PR006 People and OD Strategy	Implementation of the final year of the People and Organisational Development (POD) Strategy 2020/23 and development of a new Strategy for 2024/26.	Implementation of the Coaching and Mentoring Scheme, as set out in the POD 2020/23.	31-Dec-2023	 On track	The scheme has been developed and following approval by CMT in November 2023 will be rolled out.
		Achievement of Equally Safe Accreditation.	31-Jul-2023	 On track	All information was submitted for accreditation in advance of the deadline of 31 July 2023, currently awaiting outcome of application. Due date relates to application submission date.
		Refresh and update of Performance Appraisal processes.	30-Sep-2023	 Complete	Refresh now complete and the next stage is to roll out. The Performance Appraisal policy has been replaced by 'Let's Talk – A Positive Conversation'. Three information training sessions ran throughout October.
		In consultation with key stakeholders, identify and develop new initiatives for the POD 2024/26	31-Mar-2024	 On track	Work on this has started, there is a draft POD report will be distributed for consultation shortly.
CMTE/ PR007 Multi-year budget	Development of a multi-year budget for Inverclyde Council, which receives Committee approval.	Approval of the Revenue Budget for the period 2024/26.	31-Mar-2024	 On track	Members Budget Working Group (MBWG) and Joint Budget Group meetings are ongoing. Budget Strategy approved. First savings/adjustments agreed and detailed savings sheets being reviewed by CMT. Scottish Government draft budget not due until week before Christmas therefore delaying Council decision on Budget package
		Approval of the Capital Budget for the period 2024/27.	31-Mar-2024	 On track	Report considered by MBWG outlining pressures, August 2023. Medium Term programme covering 2024/29 reported to MBWG and funding requires to be addressed as part of the Budget.








Appendix 1: Committee Delivery and Improvement Plan Action Plan

Code & Title	Action	Sub-action	Due Date	Current Status	Progress Commentary
CMTE/ PR008 Asset Accounting and Reporting	Strengthen the approach to asset accounting and reporting.	Embedded cyclical revaluations and indexations in line with audit requirements.	30-Sep-2023	 Complete	Completed as part of the 2022/23 accounts and is now an operational task.
		Revaluation of Heritage assets in line with Audit Action.	30-Jun-2023	 Complete	1st stage 100% complete. Valuations completed and reported to Audit Committee. Phase 2 due 2 June 2024
		Compliance with IFRS 16.	30-Jun-2024	 On track	This is ongoing. Implementation is due April 2024 with preparatory works underway.
CMTE/ PR009 Modern- isation of the Council	Delivery of projects associated with modernisation of the Council.	Have 4 Digital Modernisation projects approved by the DMPB/P&R and implemented.	31-Mar-2024	 On track	<p>The Policy and Resources Committee approved new projects at its meeting on 15th August 2023. Four projects have been agreed and procurement action has begun:</p> <ul style="list-style-type: none"> • Freshdesk Service Desk Renewal • Verint CMS Upgrade • WorkPro Complaints Handling System • Schools Catering Contract Refresh
		Continue delivery of the Council's Digital Strategy to deliver better services for customers and citizens, including through Channel Shift.	31-Mar-2024	 On track	The Modernisation Programme Board was established in May 2023. A development session with the Improvement Service was held on 29 August 2023 with front-line managers to identify areas for digital improvement. Several project proposals were submitted following the session that are now with the DMPB for further consideration and development of business cases where appropriate.
		Continue delivery of the Council's ICT Strategy to support the changing face of the Council, including through progression of migration towards a cloud-based service including a hybrid telephony solution.	31-Mar-2024	 On track	<p>The ICT Strategy identified 4 key action areas: 1. Asset Management Programme & Cloud Migration Strategy; 2. Service Provision; 3. Information Security 4. Procurement Strategy</p> <p>Good progress is being made across all 4 Action Areas, with regular reports progress to this Committee.</p>






Appendix 1: Committee Delivery and Improvement Plan Action Plan

Code & Title	Action	Sub-action	Due Date	Current Status	Progress Commentary
		Refresh the Council's Digital and ICT Strategies, to be adopted by P&R during 2024.	31-Oct-2024	 Not yet started	This action has not yet started, but will (in part) be informed by the above-mentioned Improvement Service workshop.
CMTE/ PR010 (new action) Review of HR &OD systems and processes	Conduct a review of the Human Resources, Organisational Development and Payroll IT systems and transactional processes.	Monitor implementation of Victoria Forms and explore other potential processes for review and automation.	31-Dec-2023	 Slippage	Development of forms further progressed with testing by services. Change of circumstances form to be rolled out in October 2023.
		Maximise functionality of current CHRIS 21 system and consider further options to support service delivery.	30-Jun-2024	 On track	Internal and external discussions have taken place, alongside research on other local authorities use of CHRIS21. A Business Case will be developed for the consideration of the Digital Modernisation Board. Discussions are ongoing with COSLA regarding potential use of Talentlink to support contract service delivery.
		Address contract backlog and implement improved processes and monitoring.	31_Dec-2023	 On track	The contract backlog has been addressed. A process for reducing the backlog was developed and has been revised, in response to learning. An improved monitoring process was implemented in July 2023 with progress monitored twice weekly. A session to review learning is due to take place in October 2023.
CMTE/ PR011 (new action) Recruitment Processes	Improve the recruitment and appointment processes.	Streamline the approach to obtaining references for new employees.	31-Jan-2024	 On track	A new process has been developed, including move to verbal references in first instance. New approach will be monitored and evaluated.
		Review the approval process.	30-Jun-2024	 On track	This process has been mapped as part of the external review. The development of a process plan is underway.
		Develop onboarding protocols/process.	31-Mar-2024	 On track	A change of approach for following up references has been implemented. Improved monitoring for contract issue implementation have been put in place. Face to face corporate inductions now resumed. The corporate e-learning induction content has also been reviewed.

Appendix 1: Committee Delivery and Improvement Plan Action Plan

Code & Title	Action	Sub-action	Due Date	Current Status	Progress Commentary
CMTE/ PR012 (new action) Policy Review Framework	Develop a framework for policy review, update of policies as required and improvement in employee communications on policies.	Develop a policy review schedule.	31-Dec-2023	 On track	List of existing policies and their review timescales have been compiled. Prioritisation is underway.
		Engage with Services and develop a programme to promote key policies.	31-Mar-2024	 On track	Promotion of 'Positive Conversations' and the Flexible Working Policy is underway. Further promotion of key policies will take place in coming months.
CMTE/ PR013 (new action) Learning and Development	Review of the provision of learning and development activity.	Further invest in corporate knowledge and skills development.	30-Jun-2024	 On track	Employee engagement on undertaking relevant qualifications has been carried out and arrangements with providers are being progressed.
		Review current learning and development arrangements and update corporate e-learning induction.	30-Jun-2024	 On track	Corporate e-learning induction content has been reviewed and updated. First face to face corporate induction session has been delivered with positive feedback, with second session scheduled for November. A review of the face-to-face induction is due to be carried out by 31 March 2024.
CMTE/ PR014 (new action) HR&OD Capacity and Resilience	Review the capacity and resilience within the HR&OD Service.	Review the management capacity within the HR+OD Team	30-Nov-23	 On track	Analysis of remits and capacity undertaken. Approval received from September P&R Committee to make changes to Service Manager posts, including the establishment of a second permanent Service Manager within HR+OD. Role profiles created and undergoing job evaluation.
		Establishment of key posts / development roles to support service delivery	31-Dec-2024	 On track	Overview of employee structure devised, with discussion on remits to best align to service delivery requirements. Temporary staffing arrangements within the HR+OD Team reviewed. Proposals presented to CMT. Budget pressure agreed to increase employee resource, and to be considered by Policy and Resources Committee in November.
		Review roles, remits and designations within HR+OD Service	30-Jun-2024	 On track	Following the appointment of new postholders, including Service Manager and Team Leader roles, remits and designations will be further developed to minimise single person dependencies, support succession planning and ensure that there is roles are up to date. HR Support Team terminology incorporated in establishment of new roles.



Appendix 1: Committee Delivery and Improvement Plan Action Plan

Action Status	
	Cancelled / not delivered
	Not started
	Slippage
	On track
	Complete



Appendix 2: Policy and Resources Committee Plan KPI Scorecard

Following a refresh in September 2023, Local Government Benchmarking data 2022/23 has been published for the following indicator. A target was not set for 2022/23, therefore a performance status is not available however performance trends are shown:









Local Government Benchmarking Framework

Title	2020/21	2021/22	2022/23	2023/24	Long Trend	Short Trend	Latest Note
	Value	Value	Value	Target			
The gender pay gap	7.4%	6.6%	4.4%	6%			National ranking 2022/23 – 23 rd Family Group: 2% Scotland: 2.5%

The measures below have been added to the KPI scorecard following the Elected Member KPI workshop and the latest data provided.

Title	Q3 2022/23	Q4 2022/23	Q1 2023/24	Q2 2023/24	2023/24	Latest Note
New Indicators	Value	Value	Value	Value	Target	
NEW: Number of properties in receipt of Empty Property Relief	-	-	-	129		2022/23 figure was 187. This is a 'data only' PI as performance is influenced by wider economic conditions outwith the control of the Council.
NEW: Value (£) of Empty Property Relief	-	-	-	£ 263,367		2023/23 figure was £303,665. This is a 'data only' PI as performance is influenced by wider economic conditions outwith the control of the Council.

Quarterly service performance data is provided for the following indicators.

Title	Q3 2022/23	Q4 2022/23	Q1 2023/24	Q2 2023/24	Q2 2023/24				Latest Note
	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	
Council tax in year collection level	83.3%	95.9%	27.6%	53.3%	53.9%				The end of year target is 95%. Performance at the end of quarter 2 in the previous year was 58.8%.
Invoices paid within 30 days (%)	95.88%	95.82%	97.79%	96.4%	95.5%				
Total days lost due to sickness absence	-	-	2.85d	2.18d	9 days		-		Days lost per FTE. Quarterly performance long trend will appear following the addition of more data.

Appendix 2: Policy and Resources Committee Plan KPI Scorecard

Title	Q3 2022/23	Q4 2022/23	Q1 2023/24	Q2 2023/24	Q2 2023/24				Latest Note
	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	
Employee Turnover	-	-	3.04%	5.55%	10%		-		Quarterly performance long trend will appear following the addition of more data. Methodology has changed recently changed to capture all leavers, including multi-posts. Q1 and Q2 data has been calculated in same way.
Corporate Training Courses Attended	-	-	149	196	125		-		Q2 data is still being finalised.
SOCITM Accessibility Score (website overall accessibility score)	92	94	94	95	95				Website accessibility score falls into the 'Excellent' category.
No. of complaints received (per 1,000 population)	-	-	0.66	1.186	1		-		The overall target for the year is no more than 4 per 100,000 population. Performance for quarter 2 is below
The number of Data Breaches notified to the Information Commissioners Office	-	-	0	0	0.5		-		Quarterly performance long trend will appear following the addition of more data.
RIDDOR Incidents (number of incidents per 100,000 employees)	-	5	8	3	60		-		Quarterly performance long trend will appear following the addition of more data.
% of FOIs and EIRs responded to on time	-	91.52%	92.27%	95.45%	92%		-		There were 17 late responses in the quarter.
Digital transactions via the CSC Portal	-	-	75%	81%	75%				Digital transactions have been increasing since 2018, when annual performance was 6.5%.

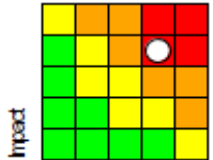
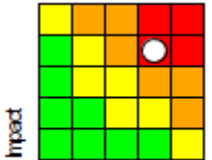

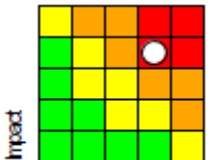
PI Status	
	Alert
	Warning
	OK
	Unknown
	Data Only

Long Term Trends	
	Improving
	No Change
	Getting Worse

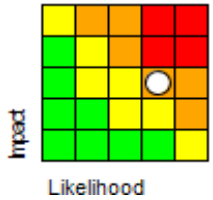
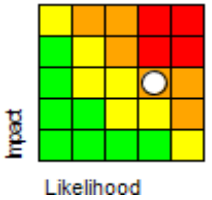
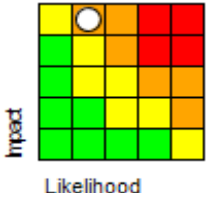
Short Term Trends	
	Improving
	No Change
	Getting Worse

Appendix 3: Policy and Resources Committee Plan Risk Register

Policy and Resources Risk Assessment 01/10/23

Title	Description	Risk assessment 01/04/23	New Risk Assessment 01/10/23	Current Controls	Additional Controls
Financial Risk: Budget Cuts	<p>There is a financial risk that capacity to provide services to the community and to other Council services in the face of current and ongoing cuts to budgets is reduced.</p> <p>Further reductions in staff in service delivery areas will result in an impact to length of time for work completion to increase. There is an increased likelihood that deadlines will be missed with resultant reputational damage and potential regulatory sanctions.</p>	 <p>Impact</p> <p>Likelihood</p> <p>16</p>	 <p>Impact</p> <p>Likelihood</p> <p>16</p>	<p>Current Controls</p> <p>Identifying extra income taking out unnecessary work and ensuring operational continuity;</p> <p>Increased cross training and reliance on technology;</p> <p>Review working process and look at what we need to do against what is expected;</p> <p>Regular workload/ performance monitoring;</p> <p>Implement Workforce Development Planning;</p> <p>Prioritisation of modernisation projects; and Use of Graduate Training and employment schemes.</p>	<p>Additional controls</p> <p>Budget Strategy for 2 year budget agreed at Policy & Resources Committee.</p> <p>Additional funding from pension actuarial providing support to the budget strategy.</p> <p>MBWG meeting regularly and savings have been developed. Workstreams have been agreed.</p> <p>Early warning system operated within the services to flag to relevant senior officers where deadlines may be missed and focus is required;</p> <p>Cross Directorate working to improve capacity;</p> <p>Prioritisation of the strategic priorities as outlined in the Committee Plan; and</p> <p>Flag to CMT if unable to meet timescales or requests due to capacity.</p>
People Risk: Recruitment and Retention	<p>Recruitment and retention of suitably qualified and experienced staff.</p>	 <p>Impact</p> <p>Likelihood</p> <p>16</p>	 <p>Impact</p> <p>Likelihood</p> <p>16</p>	<p>Current Controls</p> <p>Developing a programme of Grow our Own whilst making Inverclyde an attractive place to work.</p> <p>Use of graduate training schemes.</p> <p>Use of modern apprenticeship training schemes.</p>	<p>Additional controls</p> <p>Refreshed recruitment process;</p> <p>High quality support to staff through HR policies and line management support outlined in the People and Organisational Development Strategy;</p> <p>Reductions in the use of temporary posts; and</p> <p>Incentives to support commitment to employee development.</p>

Appendix 3: Policy and Resources Committee Plan Risk Register

Title	Description	Risk assessment 01/04/23	New Risk Assessment 01/10/23	Current Controls	Additional Controls
Partnership Risk	The risk that we do not get the assurance from our partners that is required or that a major partner "fails" (Partnership/Access)	 <p style="text-align: center;">Likelihood</p> <p style="text-align: center;">12</p>	 <p style="text-align: center;">Likelihood</p> <p style="text-align: center;">12</p>	<p>Current controls</p> <p>Regular Financial governance reviews and report on its effectiveness.</p> <p>Major partnership board presence.</p> <p>Regular meetings formal and informal; Papers; Briefings.</p> <p>Annual reports to relevant Strategic Committee Annual Review reported to Committee.</p> <p>Financial checks reviewed as part of review of Governance review.</p>	<p>Additional controls</p> <p>Highlight concerns at an early stage to CMT and relevant Directors.</p> <p>Support Directors at Governance meeting.</p>
Operational / Legal Risk (new risk)	<p>There are risks in not being able to deliver against recommendations of the HR & OD review and managing stakeholder expectations arising from it. Delivery will require research and options appraisals, identification and allocation of resource plus employee buy-in to deliver. The CMT, Elected Members and team have areas that they would like to be addressed as a priority. Some of these can be quickly addressed but others require time and resource.</p> <p>Allocating dedicated employee time to develop updated policies/implement new systems is challenging due to current demands of service delivery.</p> <p>There is a risk that we do not meet our legal requirements e.g. in terms of employment legislation, health and safety, equalities. This could arise from a lack of capacity within the</p>	N/A	 <p style="text-align: center;">Likelihood</p> <p style="text-align: center;">10</p>	<p>Current Controls</p> <p>HR& OD Action Plan update reports to CMT. Action plan developed and managed via Pentana; performance measures being developed.</p> <p>Progress updates via Committee Plan for Committee reporting. Ongoing updates to HR+OD team as recommendations are progressed.</p> <p>Involvement of employees in developing systems upgrade approaches. Agreement of increase in Service staffing and potential for Digital Modernisation Fund resource.</p> <p>Existing suite of policies and procedures which cover our legal requirements. A Policy Register has been created to better manage the communication of these and their update schedule.</p>	<p>Additional controls</p> <p>External review has been undertaken of HR highlighting lack of capacity and the HR systems need to be updated.</p>

Appendix 3: Policy and Resources Committee Plan Risk Register

Title	Description	Risk assessment 01/04/23	New Risk Assessment 01/10/23	Current Controls	Additional Controls
	<p>service, a single point of dependency or policies and procedures not being kept up to date.</p>			<p>Horizon scanning takes place through national networks and the work of the Corporate Policy Team to anticipate future require changes. Reviews of remits and systems access are assisting in reducing single points of dependency.</p> <p>Corporate H&S Plan has been developed. Moving and handling training carried out. The Violence to Staff Policy has been reviewed. Service plans for Education have Manual Handling as a priority item. Two H&S Advisors trained as Moving and Handling trainer assessors. Two H&S advisor trained as Noise assessors. Health surveillance programme in place. Review of fire procedure undertaken and briefings rolled out.</p>	